

City Council Briefing

Economic Opportunities Analysis

June 11, 2020

Newberg EOA: CAC Meeting 1

April 23, 2020

ECONNorthwest

ECONOMICS • FINANCE • PLANNING

- Introductions
- Project Overview
 - Introduction to an EOA
 - Desired Outcomes
 - Existing Policies
- Key Economic Trends in Newberg
- Preliminary Employment Forecast

Project Overview

Why do an EOA?

- Legal requirements (Goal 9: Economy)
- Understand existing conditions and forecast future conditions to inform:
 - Economic development strategy
 - Land use policy
 - Coordination

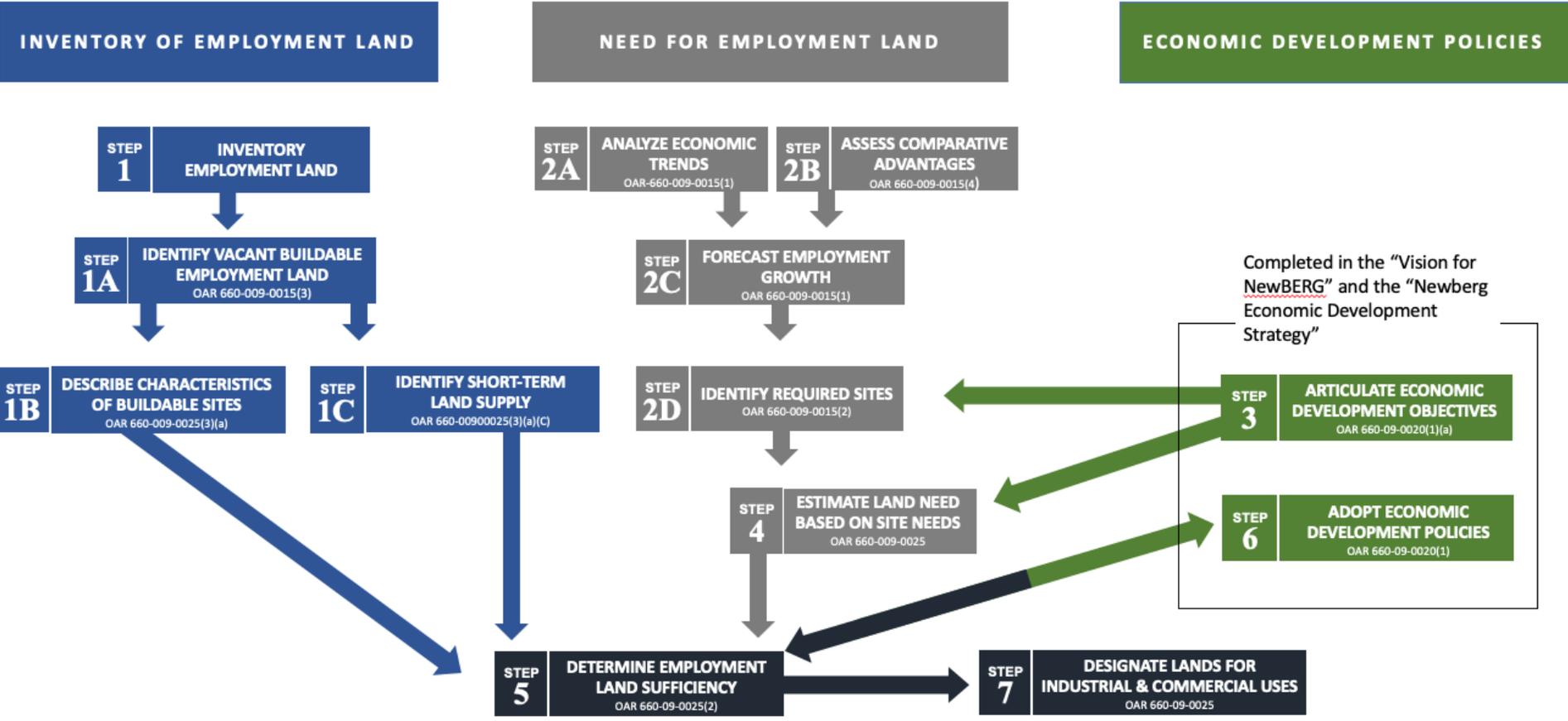
Goal 9: Economy

To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.

Goal 9 & OAR 660-009 Requirements

- Economic Opportunities Analysis
- Economic Development Objectives
- Designate lands for commercial and industrial uses
- Does the city have enough of the needed types of land?
 - Identify desired types of employment uses
 - Determine the required site characteristics for the employment uses

Project Overview



Overview of ECONorthwest's Work Program

1. Project Kickoff
2. Trend Analysis & Employment Forecast
3. Buildable Lands Inventory & Site Suitability
4. Employment Land Needs Analysis
5. Strategies to Accommodate Employment Growth
6. Economic Opportunities Analysis Report

Citizens Advisory Committee (CAC) Role

- Provide feedback on trends and site needs, buildable lands inventory, and final EOA document
- Provide local context
- Recommend draft EOA to City Council

Discussion: Desired Outcomes

What outcomes do CAC members expect and want from this study?

Stop Loss of businesses

Land/building for business expansion

Good employment opportunities

Allow people to live/work in Newberg

Balanced community

Keep th especial nature of Newberg

Balance and growth

Preserve the uniqueness of Newberg

Avoid negative impacts outside
of Newberg

Preserve industrial land



PROUD PAST. FLOURISHING FUTURE

COMMUNITY VISION

AUGUST 2019



Photo: Linda Shapiro

NEWBERG ECONOMIC DEVELOPMENT STRATEGY

Executive Summary

Updated November 2019



Review: Existing Vision and Economic Development Strategy

Vision for a NewBERG

In 2040, Newberg is a gem of the Willamette Valley – mirroring the surrounding bucolic landscapes, its cultivated relationships, flourishing culture, thoughtfully enhanced sense of place, strong local economy, and collaborative leadership nourish our thriving community.

Economic Development Strategy

From “A NewBERG” Economic Development Goals

GOAL 1: ENHANCE INDUSTRIAL DEVELOPMENT CAPABILITIES AND OPPORTUNITIES

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Assess the local economy by building on the four (4) key existing traded sector industries of Advanced Manufacturing, Technology, Agriculture and Wood Products; while targeting Traded Sector High Tech Manufacturing, General Manufacturing, Aviation related industry and Food/Beverage Processing	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Retention and expansion of existing industrial businesses	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Recruitment of traded sector companies	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Participate and partner with regional, state, and federal organizations	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Recruitment of traded sector companies	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Increase the supply of industrial and commercial/retail land	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Ensure adequate utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to support industrial growth	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Improve transportation access for industrial land	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Economic Development Strategy

GOAL 2: ENHANCE COMMERCIAL DEVELOPMENT CAPABILITIES AND OPPORTUNITIES

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Retain existing commercial/retail businesses in Newberg	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Redevelop vacant and underutilized commercial/retail sites	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Support creation of new retail/commercial businesses	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Economic Development Strategy

GOAL 3: CREATE A PREMIER BUSINESS AND WORKFORCE DEVELOPMENT PROGRAM

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Foster entrepreneurial business formation	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Maintain the Chehalem Valley Innovation Accelerator	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Enhance business mix in Downtown Newberg	Realtors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Improve workforce development	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Enhanced Chehalem Valley Chamber of Commerce resources	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Market employment training opportunities to employers and employees	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Create business financing program	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Leverage the region's educational opportunities to support workforce development	TBD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Economic Development Strategy

GOAL 4: COMPLETE FUNDING, ADMINISTRATIVE, AND ORGANIZATIONAL ACTIONS FOR NEWBERG DOWNTOWN IMPROVEMENT PLAN

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Create an Urban Renewal District	City of Newberg	<input type="checkbox"/>		
2 Create an Economic or Business Improvement District	City of Newberg	<input type="checkbox"/>		
3 Create development funding tools	City of Newberg	<input type="checkbox"/>		
4 Complete regulatory improvements	City of Newberg	<input type="checkbox"/>		
5 Develop downtown partnership	City of Newberg	<input type="checkbox"/>		
6 Create the Downtown Development Ombudsperson position	Newberg Downtown Coalition	<input type="checkbox"/>		
7 Develop parking management plan	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	

Economic Development Strategy

GOAL 5: MAKE NEWBERG / CHEHALEM VALLEY A REGIONAL, NATIONAL & INTERNATIONAL TOURIST DESTINATION

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Develop a Vision for Newberg as a tourist destination	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Increase and maintain support for tourism organizations in Newberg	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Increase tourist/visitor counts in Newberg	Visit Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Continue Transient Lodging Tax Program	Visit Newberg	<input type="checkbox"/>		

NEED FOR EMPLOYMENT LAND



Key Economic Trends

Employment in Yamhill County

Change in Covered Employment by Industry, Yamhill County, 2008-2018

**Average
Wage for
Yamhill Co
is \$42,302
(2018).**

**Newberg
accounts for
about
27% of
employment
in Yamhill
County.**

Industry Sector	2008	2018	Change 2008 - 2018			Average Wage (2018)
			Number	Percent	AAGR	
Total private coverage	27,764	32,155	4,391	16%	1.5%	\$ 41,201
Natural resources and mining	2,926	3,669	743	25%	2.3%	\$ 37,840
Construction	1,760	1,977	217	12%	1.2%	\$ 51,966
Manufacturing	6,592	6,896	304	5%	0.5%	\$ 52,331
Trade, transportation and utilities	4,547	4,844	297	7%	0.6%	\$ 35,692
Information	213	242	29	14%	1.3%	\$ 54,512
Financial activities	1,077	1,007	-70	-6%	-0.7%	\$ 54,405
Professional and business services	1,630	1,940	310	19%	1.8%	\$ 48,464
Education and health services	5,212	6,392	1,180	23%	2.1%	\$ 43,299
Leisure and hospitality	2,704	3,792	1,088	40%	3.4%	\$ 20,279
Other services	1,082	1,386	304	28%	2.5%	\$ 24,071
Unclassified	19	9	-10	-53%	-7.2%	\$ 51,094
Total all government	4,702	4,184	-518	-11%	-1.2%	\$ 50,765
	32,464	36,338	3,874	12%	1.1%	\$ 42,302

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2008-2018.

Blue rectangles show sectors with substantial employment and above average wages and orange denotes below average wages

Employment in Newberg

Newberg's sectors with 200+ employees and higher than average city wages (\$43,480) in 2018 are highlighted in blue.

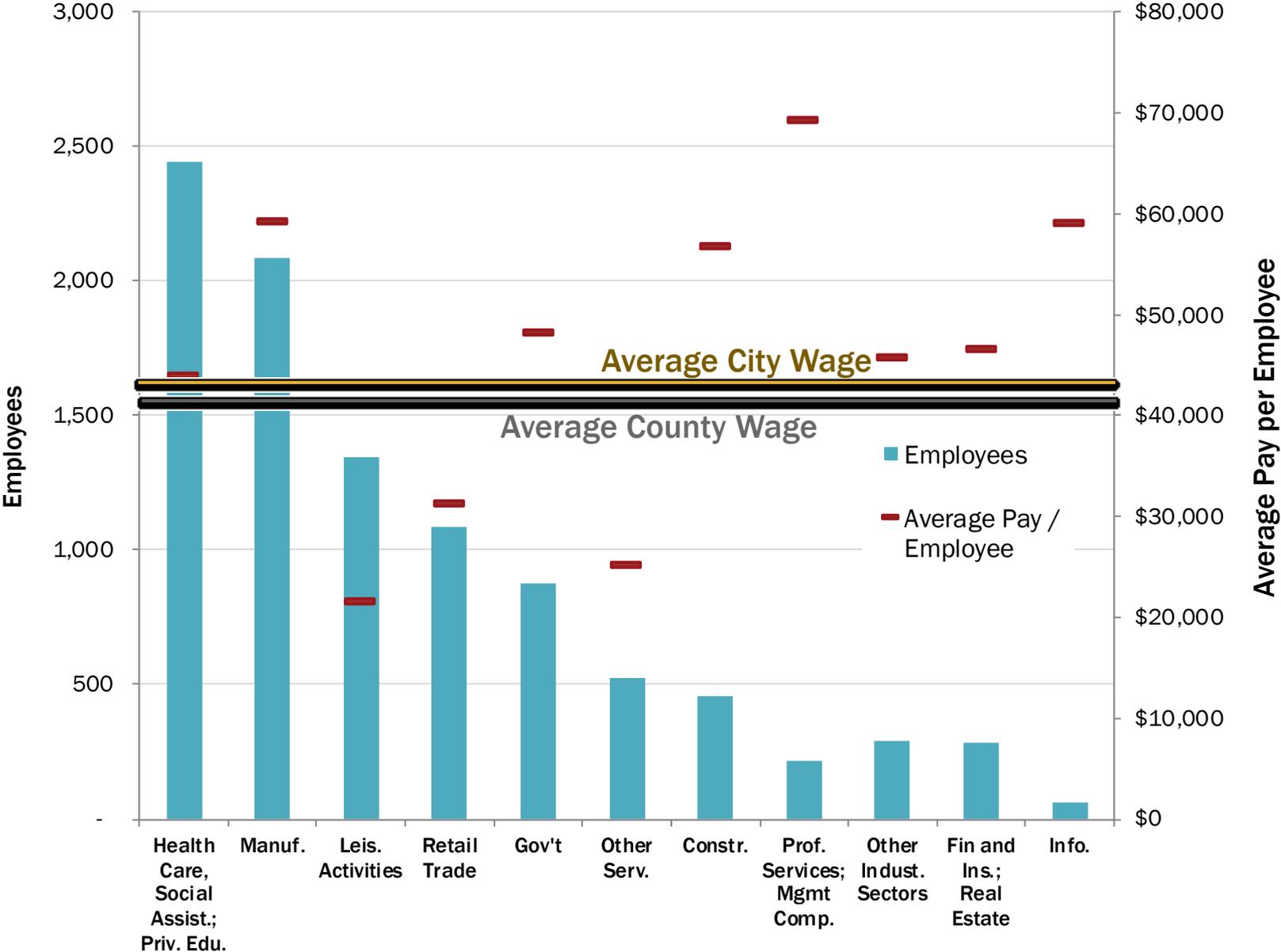
Change in Covered Employment by Industry, Newberg UGB, 2008-2018

Sector	2008 Employment	2018 Employment	Change (Number)	Change (Percent)	AAGR
Construction; Natural Resources	420	531	111	26%	2.4%
Manufacturing	2,475	2,085	(390)	-16%	-1.7%
Wholesale Trade	66	99	33	50%	4.1%
Retail Trade	872	1,083	211	24%	2.2%
Transportation and Warehousing; Utilities	93	122	29	31%	2.8%
Information	55	62	7	13%	1.2%
Finance and Insurance	178	181	3	2%	0.2%
Real Estate and Rental and Leasing	95	105	10	11%	1.0%
Prof., Sc., and Tech. Services; Mgmt of Comp.	189	219	30	16%	1.5%
Admin. and Support and Waste Mgmt and Remed. Ser	115	139	24	21%	1.9%
Health Care and Social Assist.; Priv. Edu.	2,050	2,441	391	19%	1.8%
Arts, Entertainment, and Recreation	33	54	21	64%	5.0%
Accommodation and Food Services	849	1,292	443	52%	4.3%
Other Services (except Public Administration)	376	387	11	3%	0.3%
Government	972	875	(97)	-10%	-1.0%
Total	8,838	9,675	837	9%	0.9%

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2008-2018.

Employment in Newberg

Covered Employment by Industry, Newberg UGB, 2018



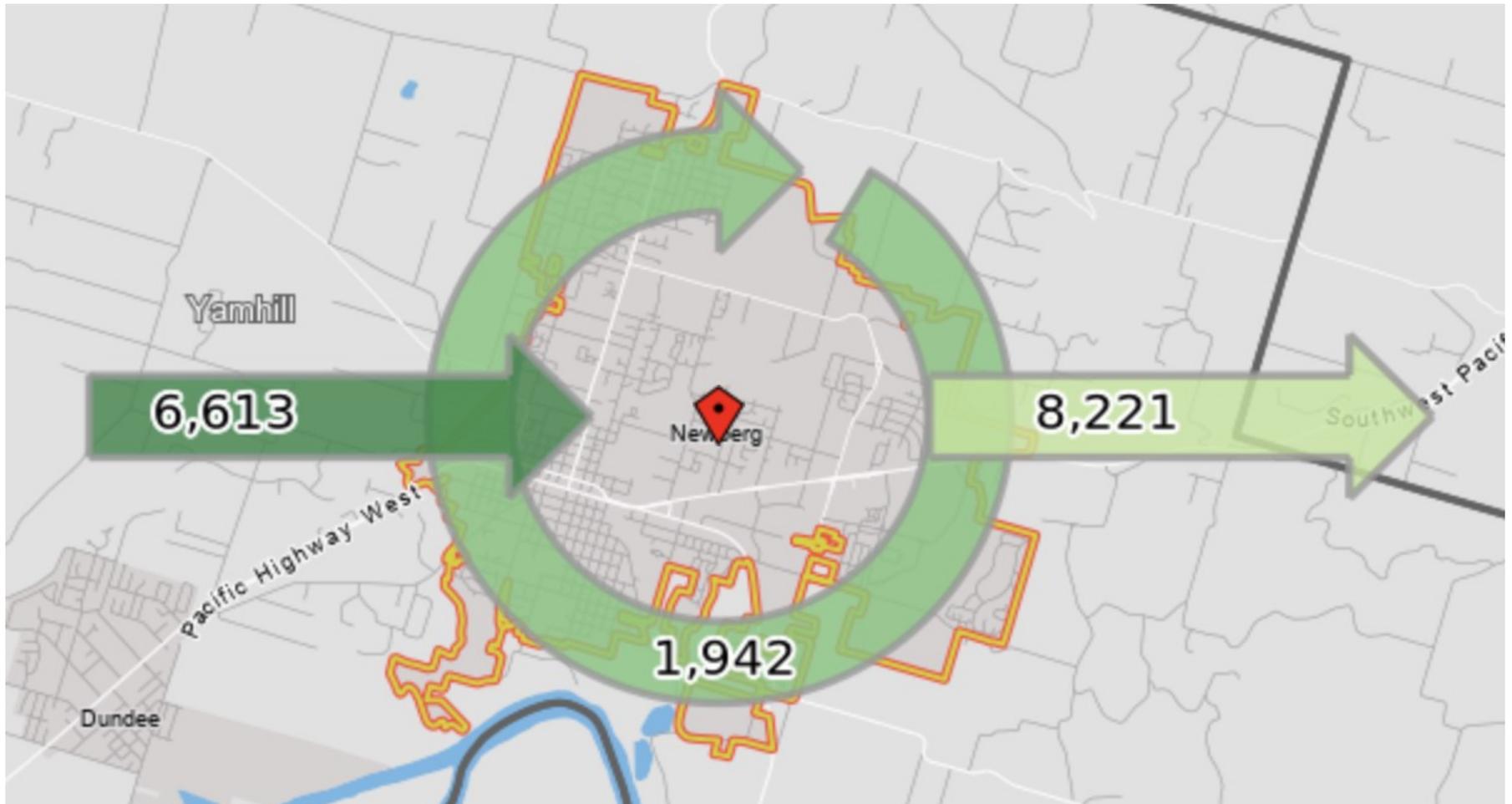
Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2018.

Considering Many Factors Affecting Economic Growth

Commuting Patterns

Commuting Flows, Newberg, 2017

Source: U.S. Census Bureau, OnTheMap



Preliminary Employment Forecast

Employment Forecast Assumptions

- Employment base ←
- Growth rates ←
- Mix of employment
- Employment in residential areas
- Employment density

Please note: The numbers in the employment forecast are subject to change, with refinement of the EOA

Covered to Total Employment

Covered to Total Employment, Newberg UGB, 2018

	Covered Employment	Estimated Total Employment	Covered % of Total
Natural Resources	72	72	100%
Utilities	34	76	45%
Construction	459	662	69%
Manufacturing	2,085	2,324	90%
Wholesale Trade	99	140	71%
Retail Trade	1,083	1,441	75%
Transportation and Warehousing	88	196	45%
Information	62	105	59%
Finance and Insurance	181	365	50%
Real Estate and Rental and Leasing	105	796	13%
Prof., Sc., and Tech. Services; Mgmt of Comp.	219	544	40%
Admin. and Support and Waste Mgmt and Remed. Serv.	139	268	52%
Health Care and Social Assist.; Priv. Edu.	2,441	3,234	75%
Arts, Entertainment, and Recreation	54	150	36%
Accommodation and Food Services	1,292	1,459	89%
Other Services (except Public Administration)	387	701	55%
Government	875	933	94%
Total Non-Farm Employment	9,675	13,466	72%

Regional Employment Projections

OED Regional Employment Projections, Mid-Willamette Valley Region (Linn, Marion, Polk, and Yamhill Counties), 2017-2027

Industry Sector	2017	2027	Change 2017 - 2027		
			Number	Percent	AAGR
Total private	208,800	236,400	27,600	13%	1.2%
Natural resources and mining	17,700	20,100	2,400	14%	1.3%
Construction	14,700	17,700	3,000	20%	1.9%
Manufacturing	27,700	30,100	2,400	9%	0.8%
Trade, transportation, and utilities	42,500	47,600	5,100	12%	1.1%
Wholesale trade	6,200	6,900	700	11%	1.1%
Retail trade	27,800	30,200	2,400	9%	0.8%
Transportation, warehousing, and utilities	8,500	10,500	2,000	24%	2.1%
Information	1,800	1,900	100	6%	0.5%
Financial activities	9,200	9,700	500	5%	0.5%
Professional and business services	19,000	21,000	2,000	11%	1.0%
Private educational and health services	43,700	51,800	8,100	19%	1.7%
Leisure and hospitality	22,400	25,400	3,000	13%	1.3%
Accommodation and food services	19,900	22,600	2,700	14%	1.3%
Other services and private households	10,100	11,100	1,000	10%	0.9%
Government	52,200	55,700	3,500	7%	0.7%
Total payroll employment	261,000	292,100	31,100	12%	1.1%

**Employment is
forecast to
grow 1.1%**

Employment Forecast: Potential Growth Rates

Employment Growth Forecast, Newberg UGB, 2021 to 2041

Employment Base: Estimate 2018 Total Employment in Newberg, about 13,466 jobs.

Growth Rates: Consider potential growth rates.

Newberg grew by 837 covered jobs or at 0.9% AAGR between 2008 and 2018.

Year	Estimated Employment	
	OED Growth Rate (Mid-Valley)	PSU Population Growth Rate*
2021	13,929	14,175
2041	17,448	19,957
Change 2021 to 2041		
Employees	3,519	5,782
Percent	25%	41%
AAGR	1.13%	1.73%

Two safe harbor options

1. OED growth rate for Mid-Valley Region (1.13%)
2. PSU population growth rate for Newberg (1.73%)

*Note: PSU population forecast will be updated in Spring/Summer 2020

Employment Forecast Next Steps

Next steps in the employment forecast include:

- Determining future mix of employment
 - Based on existing mix and growth industries?
 - Industrial: 25%
 - Retail Commercial: 11%
 - Commercial (non-retail): 57%
 - Government: 7%
 - Consider changes in mix of industries?
- Employment in residential areas
- Employment density

Next Steps

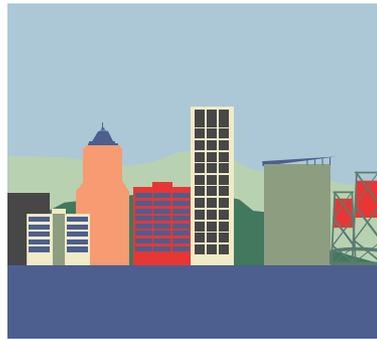
- Refine employment forecast
- Draft buildable lands inventory
- Identify target industries and site needs
- Determine whether the City has sufficient buildable lands (with the necessary characteristics) to meet the forecast of employment growth.

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Eugene



Portland



Seattle



Boise

Newberg EOA: CAC Meeting 2

May 28, 2020

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- Introductions
- Preliminary BLI results
- Site suitability
- Newberg's competitive advantage

Preliminary BLI Results

Methodology

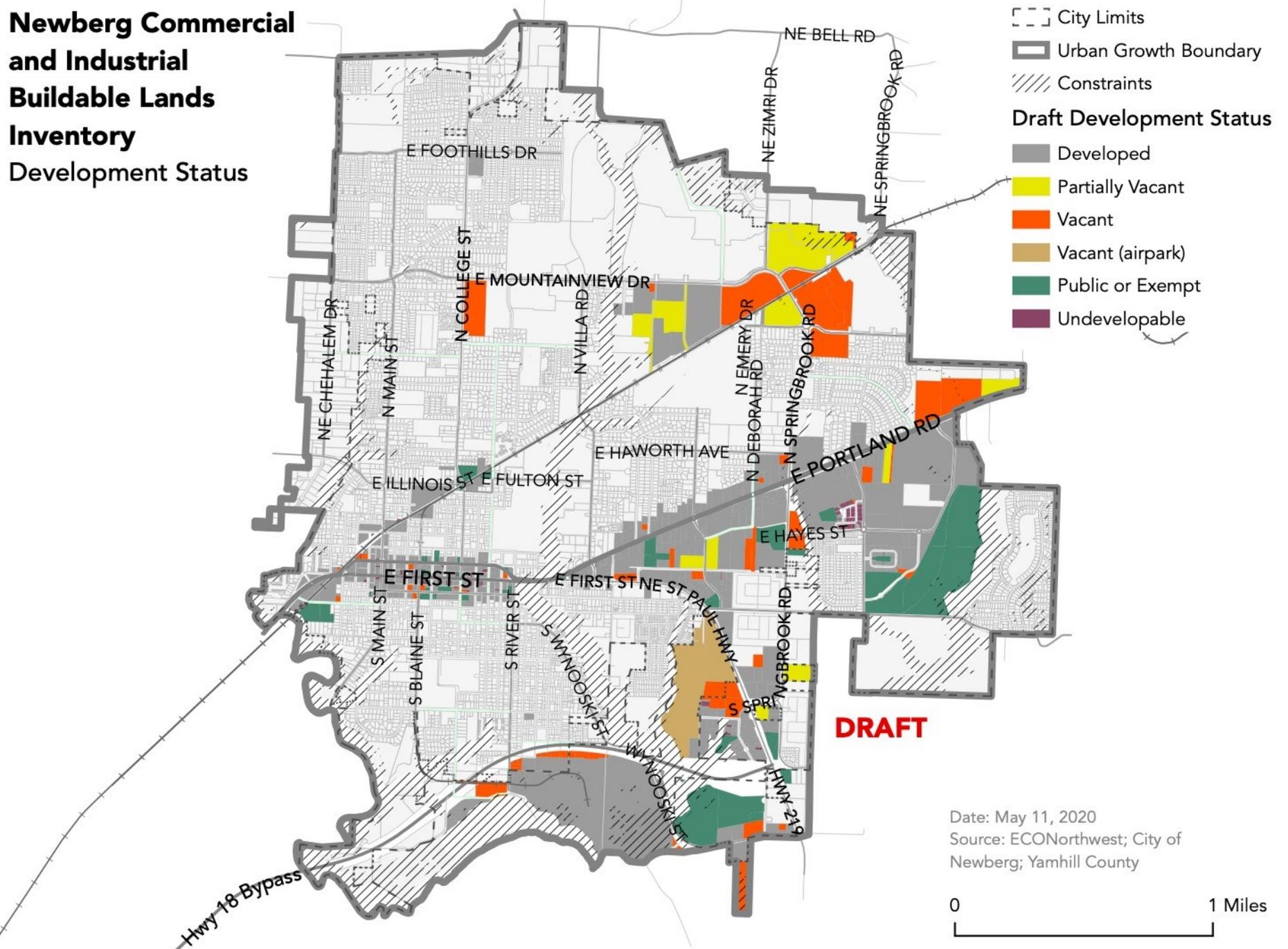
1. Develop land base
2. Classify land
3. Remove constraints
4. Verification
 - Aerial imagery
 - Staff review
5. Present draft results

Definitions

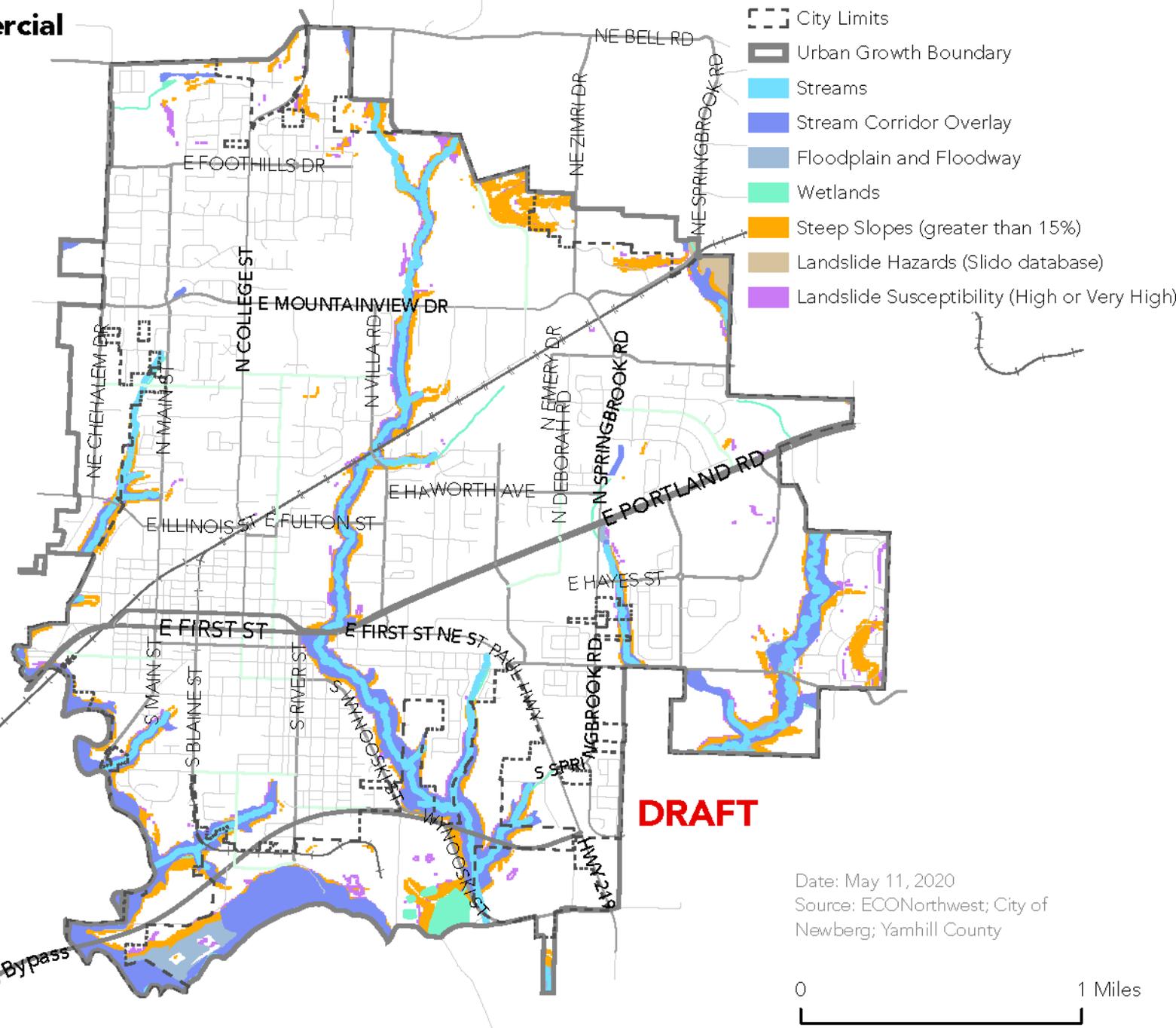
- **Developed**
 - Lots fully developed consistent with current zoning. Improved lots unlikely to redevelop within the 20-year period.
- **Vacant**
 - Lots that have no structures or have buildings with very little improvement value.
- **Partially vacant**
 - Lots occupied by a use, but contain enough land to be developed further in current zone.
- **Undevelopable**
 - Vacant tax lots less than 3,000 square feet in size
- **Public or exempt**
 - Lands in public or semi-public ownership³⁷

Newberg Commercial and Industrial Buildable Lands Inventory

Development Status



Newberg Commercial and Industrial Buildable Lands Inventory Constraints



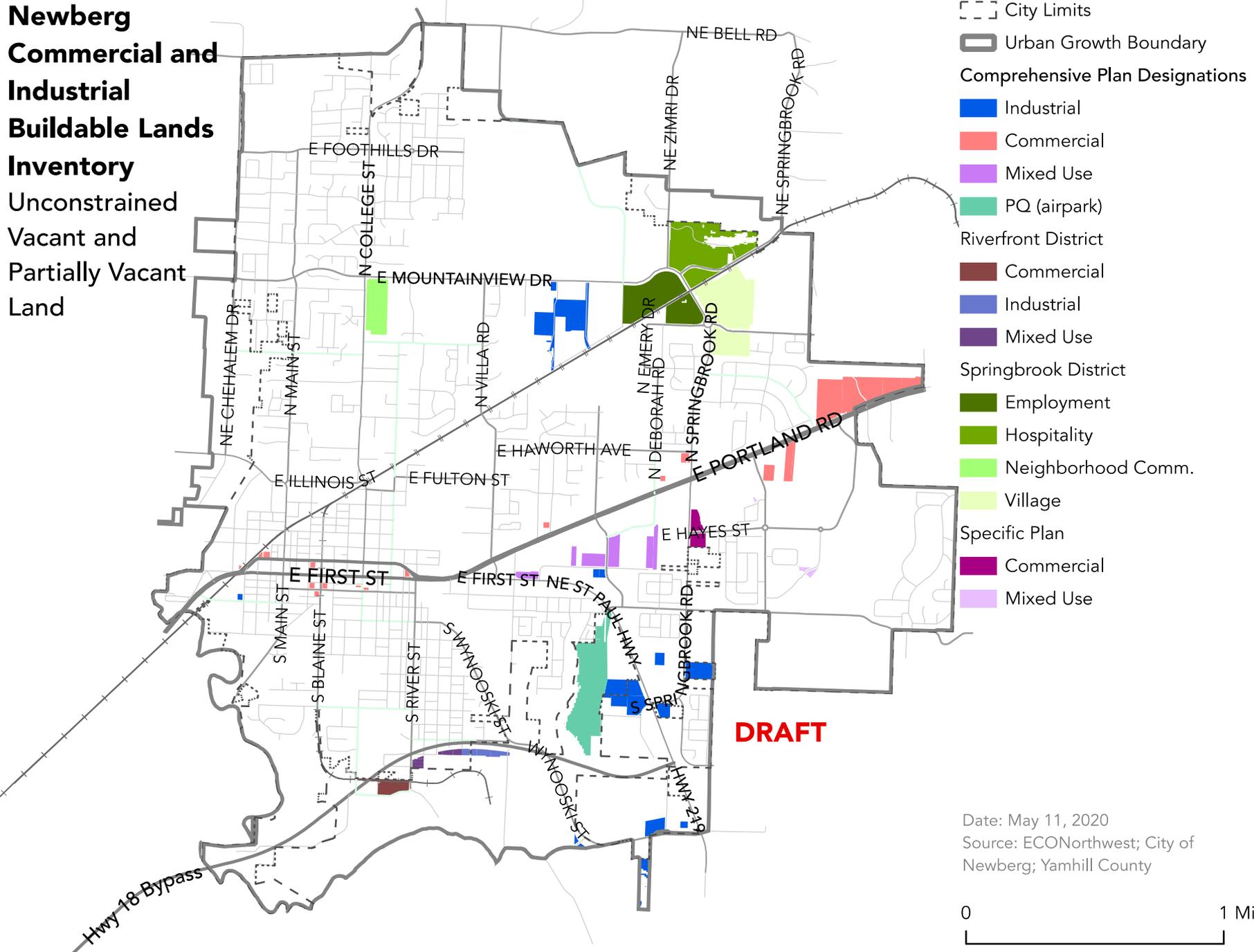
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Date: May 11, 2020
 Source: ECONorthwest; City of Newberg; Yamhill County

0 1 Miles

Newberg Commercial and Industrial Buildable Lands Inventory

Unconstrained Vacant and Partially Vacant Land



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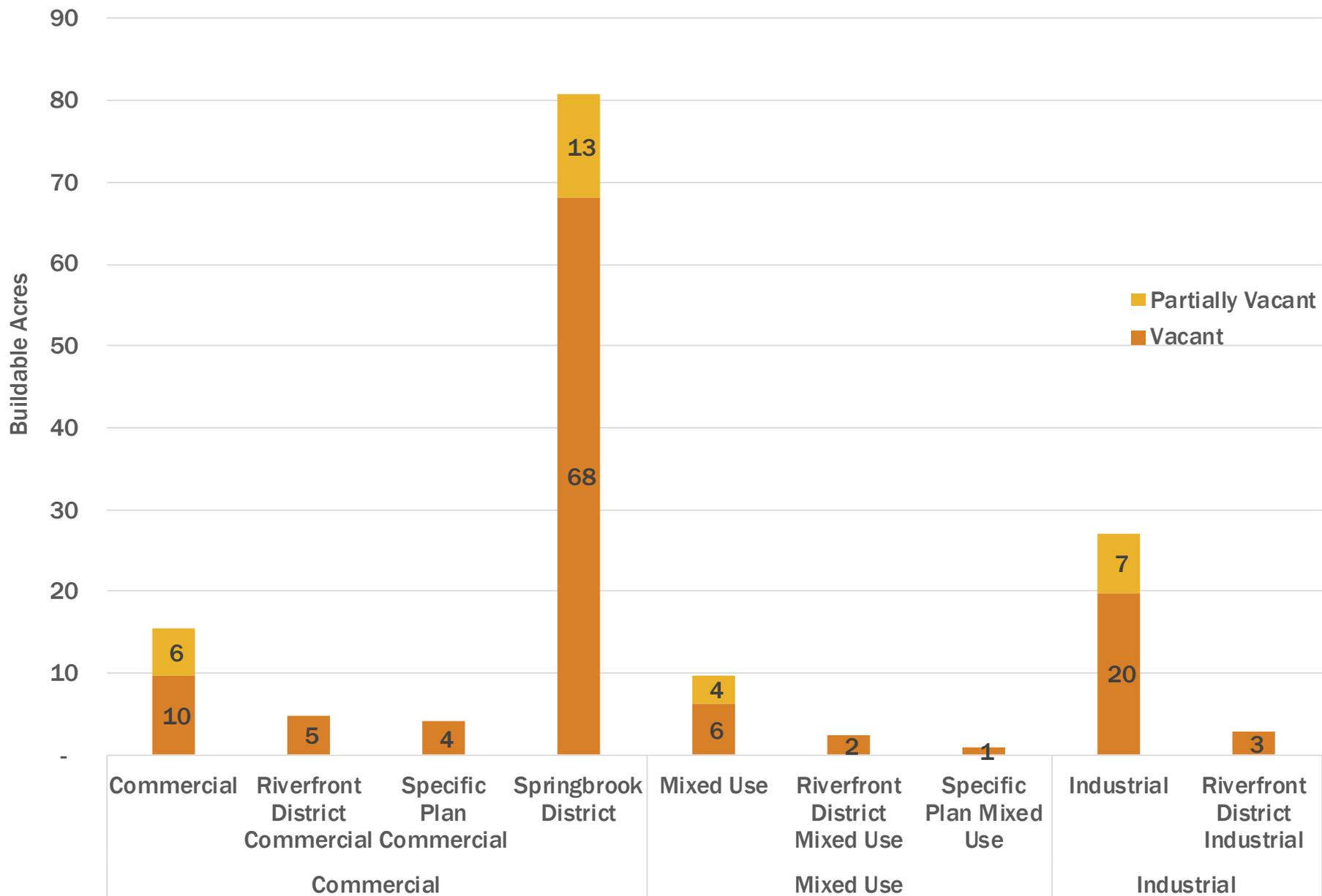
Date: May 11, 2020
 Source: ECONorthwest; City of Newberg; Yamhill County



Unconstrained Vacant and Partially Vacant Land

Zone/Plan Designation	Total Buildable Acres	Buildable Acres on Vacant Lots	Buildable Acres on Partially Vacant Lots
Commercial	105	86	19
Commercial	15	10	6
Riverfront District Commercial	5	5	
Specific Plan Commercial	4	4	
<i>Springbrook District</i>	81	68	13
Employment	22	19	3
Hospitality	14	4	10
Neighborhood Commercial	11	11	
Village	34	34	
Mixed Use	13	9	4
Mixed Use	10	6	4
Riverfront District Mixed Use	2	2	
Specific Plan Mixed Use	1	1	
Industrial	30	23	7
Industrial	27	20	7
Riverfront District Industrial	3	3	
Total	147	118	29

Unconstrained Vacant and Partially Vacant Land



Vacant and Partially Vacant Land: Site Sizes

Buildable acres on vacant and partially vacant lots by size, Newberg UGB

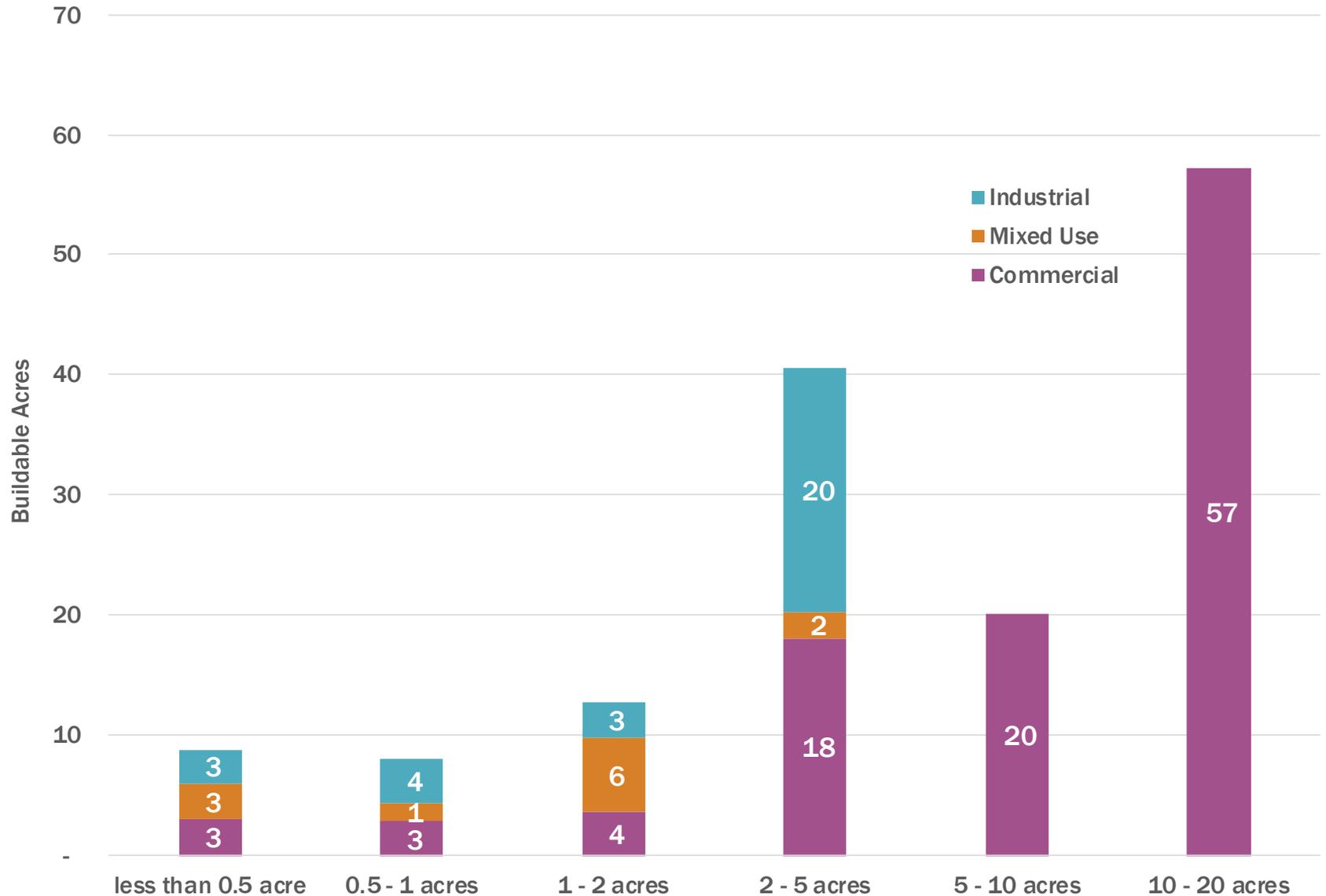
	Buildable acres in taxlots						Total
	less than	0.5 - 1 acres	1 - 2 acres	2 - 5 acres	5 - 10 acres	10 - 20 acres	
	0.5 acre						
Commercial	3	3	4	18	20	57	105
Mixed Use	3	1	6	2			13
Industrial	3	4	3	20			30
Total	9	8	13	41	20	57	148

Number of lots with buildable vacant and partially vacant land by size, Newberg UGB

	Taxlots with buildable acres						Total
	less than	0.5 - 1 acres	1 - 2 acres	2 - 5 acres	5 - 10 acres	10 - 20 acres	
	0.5 acre						
Commercial	15	4	2	6	3	5	35
Mixed Use	12	2	4	1			19
Industrial	7	5	2	7			21
Total	34	11	8	14	3	5	75

Vacant and Partially Vacant Land: Site Sizes

Buildable acres on vacant and partially vacant lots by size and plan designation, Newberg UGB



Developed Land: Site Sizes

Developed lots by size, Newberg UGB

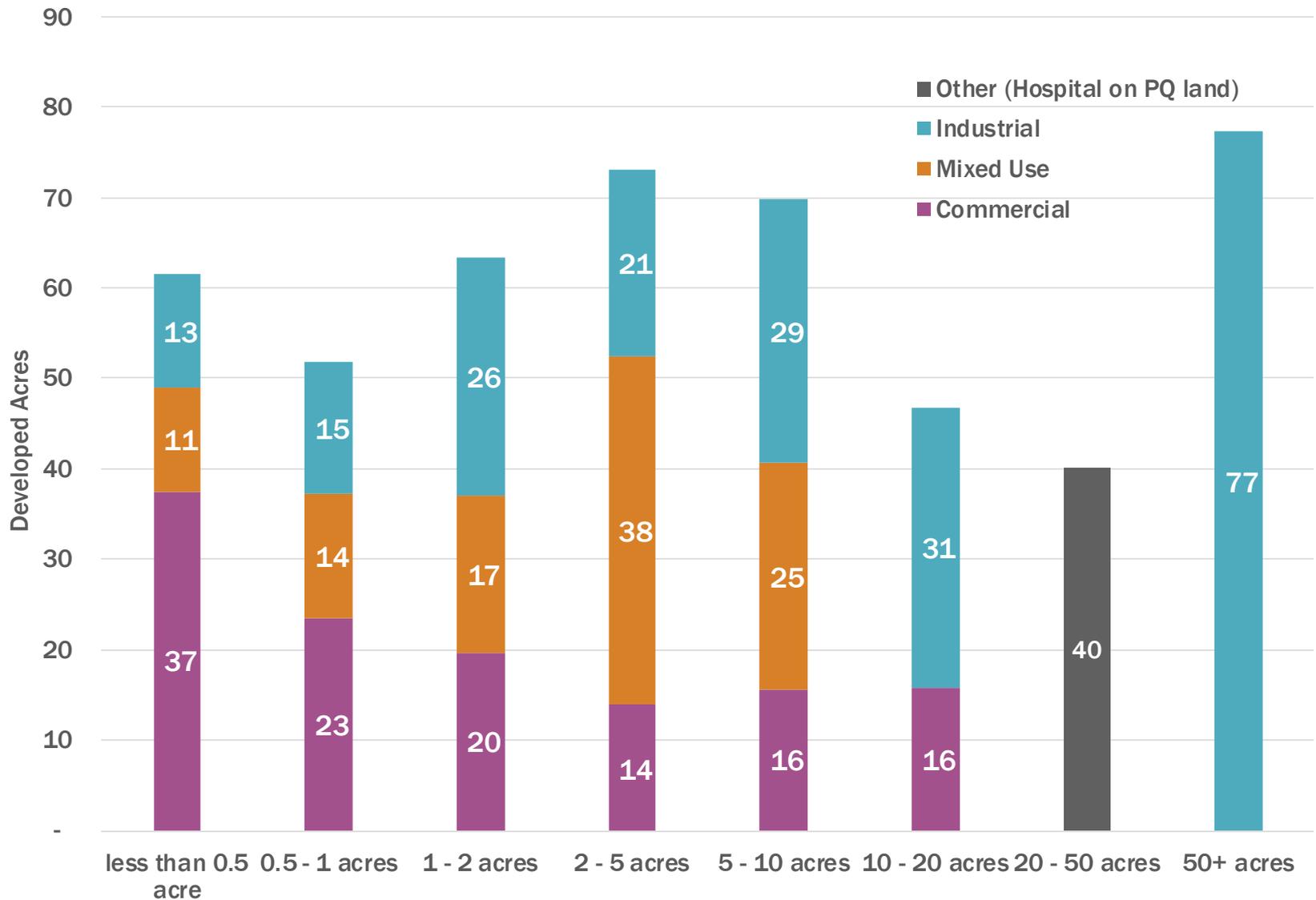
	Developed acres in taxlots								Total
	less than	0.5 - 1	1 - 2 acres	2 - 5 acres	5 - 10	10 - 20	20 - 50	50+ acres	
	0.5 acre	acres							
Commercial	37	23	20	14	16	16			126
Mixed Use	11	14	17	38	25				106
Industrial	13	15	26	21	29	31		77	212
Other (Hospital on PQ Land)							40		40
Total	62	52	63	73	70	47	40	77	484

Number of developed lots by size, Newberg UGB

	Count of taxlots								Total
	less than	0.5 - 1	1 - 2 acres	2 - 5 acres	5 - 10	10 - 20	20 - 50	50+ acres	
	0.5 acre	acres							
Commercial	202	34	14	5	2	1			258
Mixed Use	84	17	13	11	4				129
Industrial	42	20	19	8	5	2		1	97
Other (Hospital on PQ Land)							1		1
Total	328	71	46	24	11	3	1	1	485

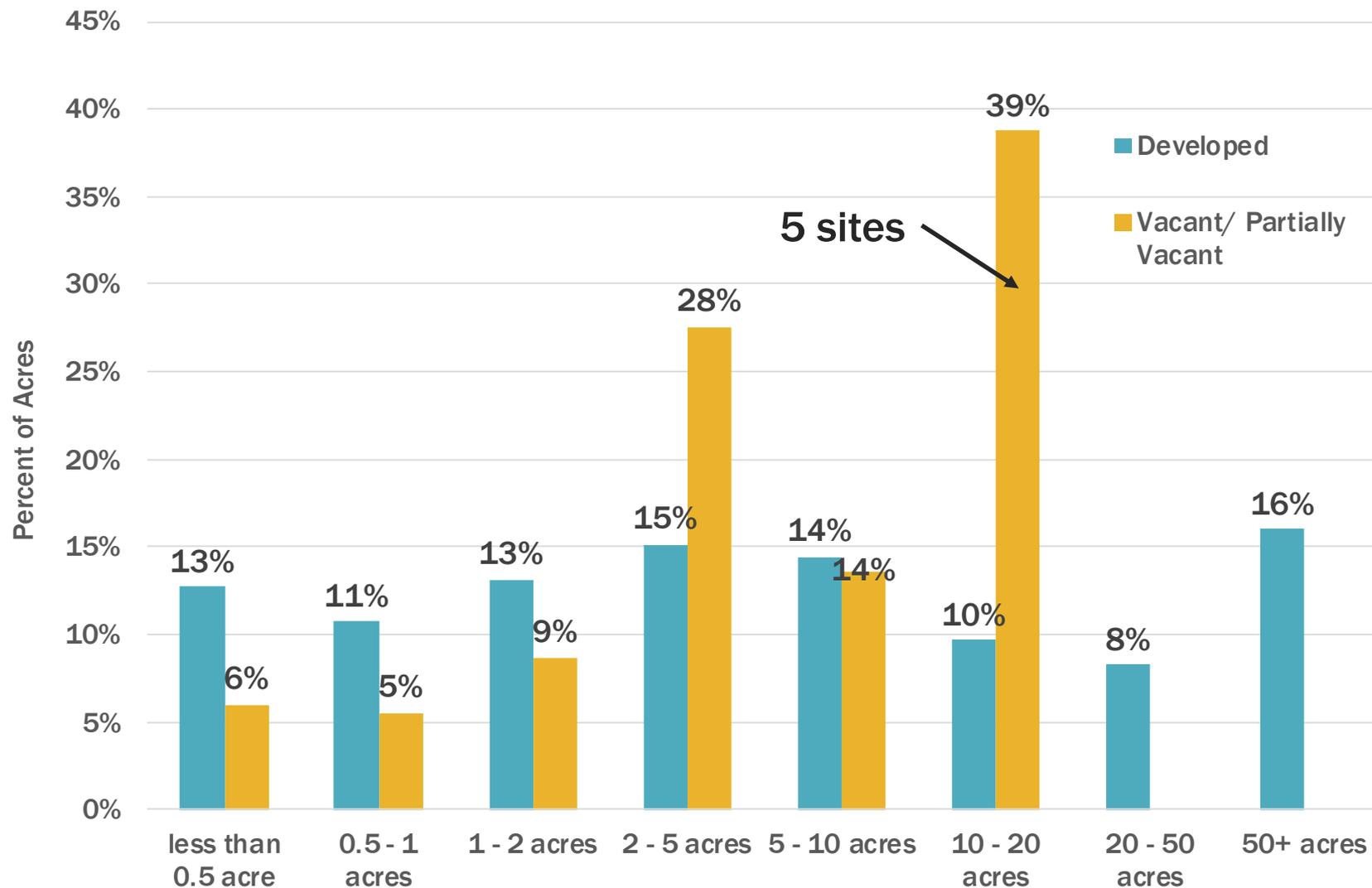
Developed Land: Site Sizes

Developed acres by size and plan designation, Newberg UGB



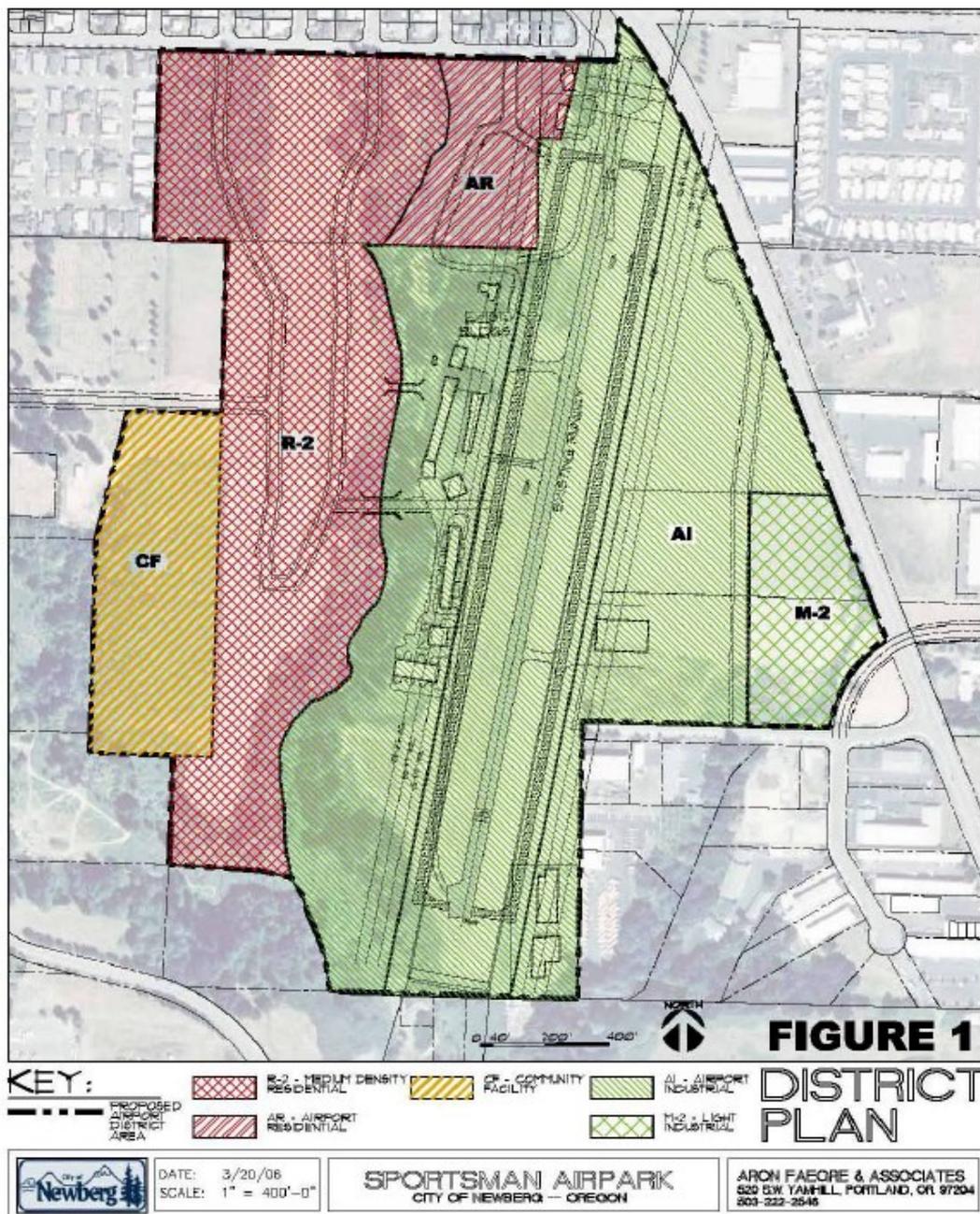
Comparison of Developed and Vacant Land

Developed and vacant or partially vacant land in commercial or industrial plan designations by site size, Newberg UGB



Sportsman Airpark

- 54 total acres in Industrial and Public Quasi-Public designations
 - 29 acres developable, approx. 17% developed (according to Master Plan)



Permitted uses

- Aviation-related activities
- Emergency flight services (and necessary services)
- Law enforcement, firefighting, search and rescue operations
- Flight instruction
- Aircraft service and maintenance
- Aircraft rental/sales
- Aerial mapping/surveying
- Air cargo and warehousing/distribution
- Aviation and space technology development/research

Discussion of Site Needs

Target Industries

- Advanced Manufacturing
 - Metals and machinery
- Food/Beverage Processing
 - Wine and Beer
 - Food machinery suppliers (cooling, conveying, etc.)
- General Manufacturing
 - Dental equipment
 - Distribution and logistics
- Technology
 - Health/medical information technology
 - Cyber-security
- Agriculture and Wood Products
 - Secondary Wood Processing
 - Nursery and value-added agricultural products
- Traded Sector High Tech Manufacturing
 - Semiconductors/silicon
 - Imaging and display technology
- Aviation related industries
 - Specialty aircraft equipment and repair
 - Machine shops
 - Other small aviation-related businesses

Characteristics of Sites by Industries

STATE OF OREGON - Infrastructure Finance Authority
Industrial Development Competitiveness Matrix



PROFILE CRITERIA		Production Manufacturing		Value-Added Manufacturing and Assembly		Light / Flex Industrial			Warehousing & Distribution		Specialized			
		A	B	C	D	E	F	G	I	H	J	K	L	
		Heavy Industrial / Manufacturing	High-Tech / Clean-Tech Manufacturing	Food Processing	Advanced Manufacturing & Assembly	General Manufacturing	Industrial Business Park and R&D Campus	Business / Admin Services	Regional Warehouse / Distribution	Local Warehouse / Distribution	UVA Manufacturing / Research	Data Center	Rural Industrial	
1	GENERAL REQUIREMENTS		Use is permitted outright, located in UGB or equivalent and outside flood plain; and site (NCDA) does not contain contaminants, wetlands, protected species, or cultural resources or has mitigation plan(s) that can be implemented in 180 days or less.											
PHYSICAL SITE														
2	TOTAL SITE SIZE**	Competitive Acreage*	10 - 100+	5 - 100+	5 - 25+	5 - 25+	5 - 15+	20 - 100+	5 - 15+	20 - 100+	10 - 25+	10 - 25+	10 - 25+	5 - 25+
3	COMPETITIVE SLOPE:	Maximum Slope	0 to 5%	0 to 5%	0 to 5%	0 to 7%	0 to 5%	0 to 7%	0 to 12%	0 to 5%	0 to 5%	0 to 7%	0 to 7%	0 to 5%
TRANSPORTATION														
5	TRIP GENERATION:	Average Daily Trips per Acre	40 to 60 (ADT / acre)	40 to 60 (ADT / acre)	50 to 60 (ADT / acre)	40 to 60 (ADT / acre)	40 to 50 (ADT / acre)	60 to 150 (ADT / acre)	170 to 180 (ADT / acre)	40 to 80 (ADT / acre)	40 to 80 (ADT / acre)	40 to 80 (ADT / acre)	20 to 30 (ADT / acre)	40 to 50 (ADT / acre)
6	MILES TO INTERSTATE OR OTHER PRINCIPAL ARTERIAL:	Miles	w/ in 10	w/ in 10	w/ in 30	w/ in 15	w/ in 20	N/A	N/A	w/ in 5 (only interstate or equivalent)	w/ in 5 (only interstate or equivalent)	N/A	w/ in 30	N/A
7	RAILROAD ACCESS:	Dependency	Preferred	Preferred	Preferred	Not Required	Preferred	Preferred	Not Required	Preferred	Preferred	Not Required	Avoid	N/A
8	PROXIMITY TO MARINE PORT:	Dependency	Preferred	Preferred	Preferred	Not Required	Preferred	Preferred	Not Required	Preferred	Preferred	Not Required	Not Required	N/A
9	PROXIMITY TO REGIONAL COMMERCIAL AIRPORT:	Dependency	Preferred	Competitive	Preferred	Competitive	Preferred	Required	Preferred	Preferred	Preferred	Preferred	Competitive	N/A
		Distance (Miles)	w/ in 60	w/ in 60	w/ in 60	w/ in 30	w/ in 60	w/ in 30	w/ in 60	w/ in 60	w/ in 60	w/ in 60	w/ in 30	w/ in 60
##	PROXIMITY TO INTERNATIONAL AIRPORT:	Dependency	Preferred	Competitive	Preferred	Competitive	Preferred	Competitive	Preferred	Preferred	Preferred	Competitive	Preferred	N/A
		Distance (Miles)	w/ in 300	w/ in 300	w/ in 300	w/ in 100	w/ in 300	w/ in 100	w/ in 300	w/ in 300	w/ in 300	w/ in 300	w/ in 100	w/ in 300
UTILITIES														
##	WATER:	Min. Line Size (Inches/Dmtr)	8" - 12"	12" - 16"	12" - 16"	8" - 12"	6" - 10"	8" - 12"	4" - 6"	4" - 8"	4" - 6"	4" - 8"	16"	4" - 8"
		Min. Fire Line Size (Inches/Dmtr)	10" - 12"	12" - 18"	10" - 12"	10" - 12"	8" - 10"	8" - 12"	6" - 10"	10" - 12"	6" - 8"	6" - 10"	10"-12"	6" (or alternate source)
		High Pressure Water Dependency	Preferred	Required	Required	Preferred	Not Required	Preferred	Not Required	Not Required	Not Required	Not Required	Not Required	Required

Types of Sites Target Industries may Need

Target Industry	High Tech	Food Proces.	Adv. Mfg.	Gen. Mfg.	Ind. Bus. Park	Reg. Warehouse	Local Warehouse	Special-ized
Advanced Manufacturing	✓		✓		✓			✓
Food/Beverage Processing		✓					✓	
General Manufacturing				✓	✓			
Technology	✓		✓		✓			✓
Agriculture and Wood Products		✓		✓	✓		✓	
Traded Sector High Tech Manufacturing	✓		✓		✓			✓
Aviation related industries			✓	✓	✓			✓

Characteristics of Sites by Target Industries

Site Characteristics	Advanced Mfg.	Food/ Bev. Process.	General Mfg.	Ag. and Wood Products	Traded Sector High Tech Mfg. / Tech.	Aviation Related Ind.
Site Size (acres)	5-25+	5-25+	5-15+	5-25+	5-100+	5-25+
Slope	0 to 7%	0 to 5%	0 to 5%	0 to 7%	0 to 5%	0 to 7%
Railroad Access	Not required	Preferred	Preferred	Preferred	Preferred	<i>Depends on specific industry</i>
Highway Access (mi. to interstate)	within 15	within 30	within 20	within 5-20	within 60	within 20 (or n/a)
Special Utility Needs	Electricity redundancy dependency	High pressure water dependency	Higher demand for electricity, gas, and telecom.	<i>Depends on specific industry</i>	High pressure water dependency; Very high utility demands	<i>Depends on specific industry</i>

Newberg's Competitive Advantage

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SWOT: Strengths and Weaknesses

Strengths

- Location
 - Proximity to Portland Metro
 - Access to agricultural land
- Transportation
 - Hwy 99W
 - Rail service
- Utilities
 - Water quantity/quality
 - Lower power costs
- Quality of life
 - Services for residents and visitors

Weaknesses

- Transportation
 - Distance from I-5
 - Traffic congestion (99W)
 - Lack of public transit
- Aging infrastructure
- Limited land supply

SWOT: Opportunities and Threats

Opportunities

- Education
 - George Fox University
 - Portland Community College resources
- Redevelopment
 - Downtown revitalization
 - Riverfront development
- Tourism
 - Wine industry
 - Hotel development
- Entrepreneurial business incubator

Threats

- Global pandemic
- Business relocation
- Aging population
- Climate change

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Portland



Seattle



Boise